

# Colorado Community College System

## Performance Pay Program for Classified Employees

### I. Introduction

The purpose of the Colorado Community College System Performance Pay Program for classified employees is to promote excellence within the agency and optimize our potential to achieve individual, agency and system goals and objectives. This Program has been developed in accordance with CRS 24-50-104(1)©(IV), enacted by the Colorado General Assembly as part of SB 00-211. It is effective June 15, 2001. Any exceptions to this Program must be approved in writing by the System President.

### II. Performance Planning and Evaluation General Guidelines

**Performance Management:** A system that has been implemented to ensure that the performance expected from employees is identified and rewarded.

**Evaluation Tool:** The Performance Planning and Evaluation Form is attached. No other form may be used to evaluate performance. The Performance Plan should align with department and/or System goals and objectives. Uniform core competencies as defined by the State Personnel Director have been incorporated into the Performance Planning and Evaluation Form. Supervisors are encouraged to consider utilizing multi-source feedback tools in evaluating employee performance. Supervisors must communicate their intention to utilize a multi-source feedback tool during the planning phase of the evaluation cycle.

**Evaluation Period:** Classified employees shall be evaluated annually or more often if deemed necessary by the supervisor or next level supervisor(s). The rating cycle shall be April 1 through March 31 of each year. Plans shall be completed by April 30 of each year. For new employees, performance plans shall be completed by the supervisor within 30 days of date of hire.

**Mid-Year Reviews:** By October 1 or as often as deemed necessary, supervisors shall meet with employees to review performance, coach and obtain feedback. This session shall be documented on the Planning and Evaluation Form. New employees or those working under a performance improvement plan or corrective or disciplinary action, may need more frequent meetings.

**Responsibility of Plan/Evaluation:** Supervisors are responsible for developing performance plans and evaluating performance for each of their employees. Supervisors are expected to involve employees in the planning process to the greatest extent possible and are encouraged to discuss professional growth and training opportunities and goals on an annual basis. Failure to timely complete the plan/evaluation shall result in the next-level supervisor completing the

plan/evaluation. This process shall continue up the chain of command up to the System President until the plan/evaluation is completed as required by law. If an evaluation is not completed on a timely basis, the rating shall default to “Fully Competent (Level 2)” until a final evaluation is completed. Supervisors should have a provision in their own performance plan that evaluates the effectiveness of their performance management of their employees. Pursuant to CRS 24-50-118, supervisors who fail to complete timely evaluations shall not be eligible for annual performance award increases and may be subject to additional sanctions as determined by the next level supervisor or System President.

**Ratings:** Employees shall be evaluated/rated based on four possible qualitative rating levels: Needs Improvement (Level 1), Fully Competent (Level 2), Exceeds Expectations (Level 3), or Meritorious (Level 4). Employees shall be evaluated/rated based upon their overall performance and not upon quotas of a number of ratings in each of the four performance levels. No quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall be established in an agency. The statewide, uniform core competencies must be taken into consideration when determining the final, overall rating for the employee. Evaluations must be reviewed by the next higher level supervisor before being communicated to the employee.

**Needs Improvement Rating (Level 1):** “Performance is inconsistent and falls short of the standards established for the job. Examples may include: work may be of variable quantity and quality or may be consistently short of the mark; interpersonal skills need improvement; a need for further improvement is clearly recognized; goals are not consistently achieved.”

- An overall performance rating of Needs Improvement (Level 1) must result in a corrective action. Individual factor ratings of Needs Improvement (Level 1) may result in a performance improvement plan or corrective action.

**Fully Competent Rating (Level 2):** “Performance fully satisfies the requirements of the job. Examples may include: accomplishments and expected results are achieved or exceeded; delivers competent performance in a satisfactory and professional manner; consistently meets expected results criteria for quality and quantity of work; works well with co-workers; demonstrates competent skills required to perform the job; displays a positive attitude; displays an ability to adapt to change; goals are consistently achieved.”

**Exceeds Expectations Rating (Level 3):** “Performance far exceeds the requirements of the job. Examples may include: demonstrates high degree of efficiency; assignments are accomplished thoroughly and quickly; has mastery of the skills and knowledge to perform the job; thoroughly researches facts before making decisions; independently follows through with assignments; goals are exceeded.”

**Meritorious Rating (Level 4):** “This rating is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment. It shall only be given to the employees whose performance is meritoriously sustained when compared to the overall job requirements and expectations. Examples may include: performance significantly exceeds the qualitative and quantitative standards of the job; displays a complete mastery of all phases of the job; consistently displays a positive attitude toward others; has

highly developed and effective interpersonal skills; performance is clearly distinguished; goals are highly exceeded.”

**Record Keeping:** The Human Resources Office shall be the official custodian of record for performance evaluation forms and must be notified upon completion of each of the three stages of the evaluation process. HR shall provide information needed to the System President and Executive Team for utilization in the Quality Review Process. The Human Resources Office shall also be responsible for reporting to the State Department of Personnel the total amount awarded to employees by performance level each year.

**Quality Review Process:** The System President and Executive Staff, or the System President’s designee(s) will review recommended overall ratings of all employees for adherence to policy guidelines, distribution of ratings, and quality and consistency of ratings, including the adequate justifications for Needs Improvement and Meritorious ratings.

**Notification of Awards:** The supervisor shall be responsible for informing the employee of the merit award, after being notified by HR that the employee’s given rating is acceptable, per the standards established by the quality review process listed above.

### III. Award Distribution

**Awards:** All awards are subject to available funding and no award will be guaranteed.

**Award Eligibility:** All permanent, classified employees are eligible for a performance award payment.

**Base Building Award Payouts:** Base building merit awards shall be paid monthly beginning July 1 (effective July 1, 2002). For exiting employees to receive a base building award for the previous year, they must be on the payroll July 1 in order to receive the award; however, they will receive the merit award only for the months they remain at the System after July 1.

**Non-Base Building Award Payouts (Bonuses):** Non-base building awards (bonuses) must be earned each year and will be paid with the July paychecks. Once a non-base building award is made for the previous year, the full amount is owed to the employee including upon discipline, termination or death. When an employee moves to another agency after receiving notification of a non-base building award, CCCS shall pay the award due the employee in their final pay check.

**Determining Base/Non-Base Awards:** Base building awards will be awarded for the top three ratings. Non-base building will be awarded for the top two ratings.

- Fully Competent will receive a base building award only that is greater than 0. Base cannot exceed the pay range maximum.

- Exceeds Expectations will receive a base and non-base building award. The base building award amount will be greater than the amount for the Fully Competent level. A combination of both base and non-base awards must equal the Y value and cannot exceed the pay range maximum.
- Meritorious will receive a base and non-base building award, both of which will be greater than the amounts for the Exceeds Expectations level and must equal the Z value set by the System President. Base cannot exceed the pay range maximum. If the employee is at or above the pay range maximum, the employee is eligible for a discretionary non-base building award only.

**Example**

| Performance Level    | Value | Within the Range         | At or above the Range Maximum |
|----------------------|-------|--------------------------|-------------------------------|
| Needs Improvement    | 0     | 0                        | 0                             |
| Fully Competent      | X=1%  | 1% Base                  | 0                             |
| Exceeds Expectations | Y=2%  | 1.5% Base + .5% Non-Base | 0                             |
| Meritorious          | Z=3%  | 2% Base + 1% Non-Base    | 0 – 3% Non-Base               |

- Length of state service and source and method of funding are not factors in the determination of awards.

**Award Payouts for New Hires:** shall be prorated from the date of hire.

**General Guidelines:**

- If the final overall evaluation is Needs Improvement (Level 1), the employee shall be ineligible for a performance award payment.
- For those currently at the pay range maximum, only Meritorious (Level 4) performers are eligible for performance-based awards.
- No base-building award can be granted that results in a base salary that exceeds the pay range maximum.
- For those below the pay range maximum, Exceeds Expectations (Level 3) and Meritorious (Level 4) performers are eligible for a combination of base building and non-base building performance awards.
- Only Meritorious (Level 4) performers may, at the sole discretion of the appointing authority, be granted a non-base building award that results in a dollar amount above the pay range maximum.
- For Fully Competent (Level 2) and Exceeds Expectations (Level 3) performers, a combination of awards cannot be granted that result in a dollar amount greater than the pay range maximum.
- Payment of awards for those at the maximum of their pay range is limited to non-base building awards and is at the sole discretion of the appointing authority. Fully Competent (Level 2) and Exceeds Expectations (Level 3) performers at the maximum of the pay range are not eligible for any performance award.
- The minimum award for Fully Competent (Level 2) must be greater than 0.

- The maximum award set for Fully Competent (Level 2) shall be below the minimum for Exceeds Expectations (Level 3); and the maximum award set for Exceeds Expectations (Level 3) shall be below the minimum award for Meritorious (Level 4).
- The maximum award for Meritorious (Level 4) cannot exceed the maximum Z percentage set annually by the State Personnel Director.
- The minimum award for those currently at the maximum of their pay ranges is set at zero because payment of these awards is at the sole discretion of the appointing authority.
- Regardless of performance level, an employee cannot be granted an award or combination of awards greater than the set performance award maximum.
- Teamwork may be measured as a component of an individual's performance plan and awards (base and non-base) proportioned accordingly.

#### **Award Procedures:**

- The Human Resources Department shall prepare a report to the System President indicating the rating levels of each classified employee.
- Based on the ratings, each year the System President shall determine the value of X, Y and Z, and oversee the quality of the performance pay program.
- Annual base and non-base building performance awards will be a percentage of salary effective on the statewide common date of July 1.

\*Value of X and Y determined by the System President according to budget allocations and the distribution ratings among the performance levels.

\*\* Maximum value of Z to be set by State Personnel Director. (The System President may set the Z value at a lower rate than the maximum set by the State Personnel Director.)

#### **IV. Non-Monetary Awards**

Supervisors are encouraged to consider non-monetary awards in recognizing employee performance. Examples are: administrative leave; letters of recognition placed in employees' personnel files; commendations for an employee at the monthly staff meetings; time off work to attend a class, workshops or conferences, professional development seminars, etc. Non-monetary awards may be given at any time regardless of position in pay range. Non-monetary awards are not calculated in the total amount of awards.

#### **V. Dispute Resolution Process**

The System Office shall adhere to the Colorado Community College System Dispute Resolution Process for Classified Employees (attached). The Process is an open, impartial review process that is not a grievance or an appeal and allows the parties an opportunity to have issues reviewed objectively. CCCS's Human Resource Office shall distribute the Dispute Resolution Process to

all classified employees and their supervisors and shall inform new employees of the process during the new employee orientation. The Dispute Resolution Process shall be available on CCCS's intranet.

## VI. Training

The System Office will provide training regarding performance management and our internal process to all new employees via the orientation process. This will involve both in-person and on-line training sessions.

Two, four hour training sessions were conducted, by Mark Leyba with the Department of Personnel, for our classified staff and supervisors regarding performance management. Training for new employees/supervisors or refresher training sessions will be held as needed.

## VII. First Year Transition

**In subsequent years, this calculation will not be necessary because the funding available for performance awards will not be limited by the need to annualize anniversary increases.**

The Pay for Performance Executive Oversight Committee appointment by the Governor, has suggested the following first year transition process which will be used by CCCS:

All employees need to be moved to common evaluation and pay dates. CCCS presently has a common evaluation date but not a common pay date. A common pay date means that those who were budgeted for less than 12 months of anniversary increases will be eligible for the full 12 months of a performance award. A portion of the anniversary funding will be used to move all employees to the common pay date which leaves less for performance awards the first year. No perfect solution exists for implementing this preferred payment cycle.

For the first year transition to a common pay date, departments and higher education institutions are to use an individual, employee-based annualization process. Awards for each level of performance would be specified as a percentage of salary. In the first year of system implementation, this percentage would be calculated by first determining the award percentage as in any other year. Then each individual's actual dollar award would be calculated based on their anniversary date. That dollar amount would then be spread over an entire year (12 months) instead of only the months after the employee's anniversary date. The formula for this calculation is as follows:

1. Employee's monthly base salary times award percentage times number of months after the anniversary date = dollar amount of first year performance award.
2. Dollar amount of first year performance award divided by 12 = monthly performance award.
3. Monthly performance award divided by employee's monthly base salary = first year performance award percentage.

## IX. Attachments

1. Colorado Community College System Performance Planning & Evaluation Form for Classified Employees
2. Colorado Community College System Dispute Resolution Process
3. Colorado Community College System Dispute Resolution Form

***Colorado Community College System***  
**Classified Performance Planning and Evaluation Form**  
4/29/01

|                           |  |                        |
|---------------------------|--|------------------------|
| <b>Employee Name</b>      | <b>Department</b>  | <b>Position Number</b> |
| <b>Employee Job Title</b> | <b>Evaluation Period</b><br><b>From:</b> _____ <b>To:</b> _____  |                        |
| <b>Supervisor Name</b>    | <b>Reason for Evaluation</b><br>_____<br><b>Annual</b><br>_____<br><b>Other (Please Specify)</b> _____ |                        |

The performance planning and evaluation system for the Colorado Community College System (CCCS) classified employees is a communication tool for the employee and supervisor. It is designed to promote better understanding between supervisors and employees about job responsibilities and performance expectations. It is also designed to reward excellence in job performance and directly link job performance to pay. The evaluation period begins April 1 and ends March 31 of each year.

**EVALUATION PROCESS**

**Planning Phase**

By April 30 of each year, the supervisor and employee meet to discuss and/or establish the following three areas: core competencies, job knowledge/duties, and goals and the importance of each to the overall evaluation. For new employees, the Performance Plan must be completed within 30 days of date of hire. All employees shall be evaluated using the four core competencies listed on page 2: Accountability, Communication, Interpersonal Skills, and Customer Service; additional factors may be added. Supervisors shall list up to 5 job duties and shall also list up to 5 individual, department and/or college goals on which the employee shall be evaluated. Lastly, the supervisor shall complete the "Supervisor Planning Comments" section on page 5, obtain proper signatures, and provide a copy for the employee. Notification must be sent to the HR Office upon completion of this phase. If the employee disagrees with the Performance Plan, he/she shall explain the disagreement in the "Employee Comments" section on page 5.

**Progress Review Phase**

By October 1 or as often as deemed necessary, the supervisor and employee shall meet to discuss the employee's performance and to decide if the performance plan needs to be revised. The supervisor shall provide feedback and coaching to the employee. The supervisor shall also complete the "Progress Review" section on page 5, obtain proper signatures, and provide a copy for the employee. Notification must be sent to HR upon completion of this phase.

**Year-End Evaluation**

No later than April 30 of each year, the supervisor and employee meet to discuss the overall performance rating for the previous year, ending March 31, and to plan for the upcoming year, beginning April 1. The supervisor and next level supervisor shall sign the performance evaluation form prior to reviewing it with the employee. The supervisor shall also complete the "Supervisor Overall Justification for the Rating" section on page 5, obtain proper signatures, and provide a copy for the employee. If any of the individual factor ratings are "Needs Improvement", the supervisor shall explain the reason(s) in the comments section for that individual factor. That rating may result in a Corrective Action or Performance Improvement Plan. If the employee is given an overall "Needs Improvement" rating, a Corrective Action Form must be completed. If the employee disagrees with the year-end evaluation rating, he/she shall explain the disagreement in the "Employee Comments" section on page 5 and may consider pursuing avenues available to them via the Dispute Resolution Process. The final evaluation form, containing original signatures, must be turned in to Human Resources for tracking and preservation in the employees official personnel file.

Supervisors shall evaluate each core competency, job knowledge/duty, and goal using the following rating levels:

**Needs Improvement (Level 1):** Performance is inconsistent and falls short of the standards established for the job. Examples may include: work may be of variable quantity and quality or may be consistently short of the mark; interpersonal skills need improvement; a need for further improvement is clearly recognized; goals are not consistently achieved.

**Fully Competent (Level 2):** Performance fully satisfies the requirements of the job. Examples may include: accomplishments and expected results are achieved or exceeded; delivers competent performance in a satisfactory and



professional manner; consistently meets expected results criteria for quality and quantity of work; works well with co-workers; demonstrates competent skills required

to perform the job; displays a positive attitude; displays an ability to adapt to change; goals are consistently achieved.

**Exceeds Expectations (Level 3):** Performance far exceeds the requirements of the job. Examples may include: demonstrates high degree of efficiency; assignments are accomplished thoroughly and quickly; has mastery of the skills and knowledge to perform the job; thoroughly researches facts before making decisions; independently follows through with assignments; goals are exceeded.

**Meritorious (Level 4):** This rating is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment. It shall only be given to the employees whose performance is meritoriously sustained when compared to the overall job requirements and expectations. Examples may include: performance significantly exceeds the qualitative and quantitative standards of the job; displays a complete mastery of all phases of the job; consistently displays a positive attitude toward others; has highly developed and effective interpersonal skills; performance is clearly distinguished; goals are highly exceeded.

**Directions:** During the planning phase, the first area to be discussed is **CORE COMPETENCIES**. Review the following four Core Competencies with the employee you supervise. At year-end evaluation, rate each of the competencies by placing a check mark (✓) next to the four rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. If one competency is more critical to the job assignment, please indicate so in the “Supervisor Planning Comments” on page 5. You may make comments in the spaces provided for each competency. You may also further define the definitions listed below or add definitions to this form. Comments are required for “Needs Improvement” ratings.

**Factor: Accountability**– To what extent does employee demonstrate adaptability, convey a positive and professional image of the College to others, put forth extra effort when the need arises, not abuse leave practices, demonstrate punctuality, maintain confidentiality, make good use of work time, pay attention to detail, demonstrate accuracy and follow-through, complete tasks in a timely manner, take initiative and show self-direction; behave in a business-like manner; take initiative to learn higher level or additional skills; voluntarily assist others when the need arises?

☐ Needs Improvement

☐ Fully Competent

☐ Exceeds Expectations

☐ Meritorious

**Factor: Communication Skills** – To what extent does employee speak and respond effectively and courteously; produce written documents using proper grammar, format and sentence structure; produce written documents which display an attractive appearance; produce written documents which clearly convey the subject and major points; keep others informed; practice effective listening skills; practice effective telephone skills; maintain sensitivity to the feelings and efforts of others; ask appropriate questions to clarify information/needs; actively listen to others; avoid gossip and negative rumors?

☐ Needs Improvement

☐ Fully Competent

☐ Exceeds Expectations

☐ Meritorious

**Factor: Interpersonal Skills** – To what extent does employee treat others with courtesy and respect; display a pleasant, friendly, affable attitude; contribute to a positive work environment; promote cooperation and teamwork; accept criticism and handle conflict constructively and diplomatically; demonstrate tact, diplomacy, and a positive personal regard when confronting problems with others; treat others fairly and without prejudice or bias. Also, is seen by others as someone whom they can depend on and does not initiate conflict.

☐ Needs Improvement

☐ Fully Competent

☐ Exceeds Expectations

☐ Meritorious

**Factor: Customer Service** – To what extent does employee answer telephone and/or in-person requests for information promptly and courteously, determine needs of internal and external customers, offer alternatives to internal and external customers if unable to handle request, show respect and helpfulness to internal and external customers, offer prompt service, maintain smooth working relations with others, demonstrate tact and diplomacy in negotiations or confrontations with others, maintain accessibility to others?

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |
|--|--|---|--------------------------------------|

**Directions:** During the Planning Phase, the second area to be discussed is **JOB KNOWLEDGE/DUTIES**. Please list up to 5 job duties for which the employee is responsible. At year-end evaluation, rate each job duty by placing a check mark (✓) next to the rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. In rating each job duty, consider the following: to what extent does employee demonstrate occupational/professional competence, maintain/update job knowledge, work cooperatively with others, meet schedules and deadlines, meet a level of quality and quantity for the assignment, take responsibility for decisions made, resolve day-to-day problems? You may further define the above definition. If you wish to indicate more than 5 job duties, attach a separate page. Comments are required for “Needs Improvement” ratings.

**Major Job Duty #1:**

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |
|--|--|---|--------------------------------------|

**Major Job Duty #2:**

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |
|--|--|---|--------------------------------------|

**Major Job Duty #3:**

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |
|--|--|---|--------------------------------------|

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <b>Major Job Duty #4:</b>                  |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <b>Major Job Duty #5:</b>                  |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

**Directions:** During the Planning Phase, the third area to be discussed is **GOALS**. List up to 5 goals for which the employee is responsible for attaining. At year-end evaluation, rate each goal by placing a check mark (✓) next to the rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. In rating each goal, consider the following: to what extent does the employee meet individual, department, and/or college goals? If you wish to indicate more than 5 goals, attach a separate page. Comments are required for “Needs Improvement” ratings.

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <b>Goal #1:</b>                            |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| <b>Goal #2:</b>                            |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| Goal #3:                                   |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

☐ Meritorious

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| Goal #4:                                   |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

☐ Meritorious

|  |  |   |                                      |
|--|--|---|--------------------------------------|
| Goal #5:                                   |  |   |                                      |
| <input type="checkbox"/> Needs Improvement | <input type="checkbox"/> Fully Competent | <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meritorious |

☐ Meritorious

**Supervisor Planning Comments (Mandatory):**

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Employee Signature \_\_\_\_\_ Date \_\_\_\_\_ Supervisor Signature \_\_\_\_\_

*\*Notify HR upon completion of this phase.*

Supervisor Signature

*\*Notify HR upon completion of this phase.*

**Supervisor Progress Review Comments (Mandatory):**

\_\_\_\_\_  
Employee Signature  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

*\*Notify HR upon completion of this phase.*

**Overall Evaluation – Please check (✓) one box.**

☐ Needs Improvement

☐ Fully Competent

☐ Exceeds Expectations

☐ Meritorious

**Supervisory Overall Evaluation Justification for the Rating (Mandatory). Please include employee strengths and areas for improvement:**

\_\_\_\_\_  
Employee Signature  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Next Level Signature  
Date

\_\_\_\_\_  
Date

\_\_\_\_\_  
Human Resources Signature

*\* Second Level Supervisor must sign and agree with evaluation prior to supervisor presenting to employee.  
\* Please submit this form with original signatures to HR for preservation in the official employee personnel file.*

**Comments from Employee (Optional):**

# Colorado Community College System

## Pay for Performance Dispute Resolution Process

Effective July 2001

### Guidelines

1. Employees are provided the opportunity to have disputes regarding pay for performance resolved in a timely manner through an objective and impartial review process designed to preserve the working relationship.
2. The process is expedient and should conclude within 30 business days. However, by mutual agreement of the involved parties, the timeline can be extended.
3. Issues that are disputable include:
  - The individual performance plan (*must dispute within 3 business days of conclusion of the planning phase*) or lack thereof
  - The individual final performance evaluation or lack thereof
  - Non-compliance with the College's program as it relates to the individual employee's performance plan or final evaluation
  - Partial or non-payment of an award
4. Issues that are NOT disputable:
  - The amount of the award
  - The breakdown of the award, including whether it is base/non-base building or the split between the two
  - Performance evaluations or awards of other employees
  - The distribution model
  - The college's program
5. Only issues originally presented in writing shall be considered throughout the review process.
6. No party has an absolute right to legal representation, but may have an advisor present. The parties are expected to represent and speak for themselves.
7. Retaliation against any person in the dispute resolution process is prohibited.
8. This Dispute Resolution process will be annually distributed to Classified employees at the beginning of each plan year. This distribution includes the name and position of the college's appointing authority.

### **Informal - Discussion**

- The employee is required to discuss the dispute with the supervisor within three (3) business days of a disputable action.
- If, following the initial meeting with the supervisor, the employee believes the dispute has not been resolved, the employee must contact the Human Resource Office to obtain a Dispute Resolution form. The employee must complete the form stating the reason for the dispute and submit it to the Human Resource Office within five (5) business days of the meeting with the supervisor. Human Resources determines if the issue is disputable. (See #3 above.) If the issue is not disputable, Human Resources notifies the employee.
- If the issue is disputable, Human Resources provides a copy of the Dispute Resolution Form to both the immediate supervisor and the second-level supervisor.
- Within five (5) business days of the receipt of the Dispute Resolution Form, Human Resources, or other resource available to the College/System (State Mediation Services, Internal or Other Qualified Personnel), facilitates a mediation meeting with the Employee, Supervisor and Second-Level Supervisor. The mediator attempts to assist the parties in reaching a mutually satisfactory resolution to the issues in dispute.
- If a resolution is not reached, the employee has the option to request a review through the formal process.

### **Formal - Panel Review**

- The employee must submit, in writing, a request for the panel review within five (5) business days of the final conclusion of the informal process.
- The Human Resource Office convenes a panel within five (5) business days of the receipt of a request for a panel review. A panel of three (3) peers, to include two (2) Classified employees and one (1) Exempt employee, reviews the documentation and forwards a written recommendation to the College/System President.
- Each College/System has a method for choosing and convening the peer panel.
- The scope of authority of those individuals making final decisions throughout the pay for performance dispute resolution process is limited to reviewing the facts surrounding the current action, within the limits of the agency's performance management program. These individuals shall not substitute their judgment for that of the rater(s) or for the internal decision makers in the agency if an issue is being reviewed externally. Further, these individuals shall not render a decision that would alter the college's performance pay program.
- The Appointing Authority or his/her designee, shall consider the recommendation of the panel and render a final, written decision within five (5) business days.
- The Appointing Authority or his/her designee has the authority to instruct a rater(s) to:
  1. Follow the College's performance pay program;
  2. Correct an error;
  3. Reconsider an individual performance evaluation or plan, or;
  4. Suggest other appropriate processes.



## **External Review**

- After the conclusion of the internal review process, employees will be given written notice that they may submit a written request for review by the

State Personnel Director  
1120 Lincoln, Suite 1420  
Denver, Colorado 80203

only for those disputes concerning application of the college's program as it relates to the individual employee's performance plan or final evaluation or full payment of an award.

- The request for review must be made within five (5) working days of the employee's receipt of the college's final decision and must include a copy of original issues and the final decision. A copy of the request for review must be presented to the person who makes the college's final decision.

**Colorado Community College System**  
**Classified Employee Dispute Resolution Form**  
(Effective 7-1-01)

This form must be completed and returned to the Human Resource Office within five (5) days of the initial meeting with the Supervisor concerning the issue in dispute.

**Name:** \_\_\_\_\_ **SSN:** \_\_\_\_\_  
**Department:** \_\_\_\_\_ **Supervisor:** \_\_\_\_\_  
**Work Phone #:** \_\_\_\_\_ **Work Address:** \_\_\_\_\_  
**E-Mail:** \_\_\_\_\_ **Fax #:** \_\_\_\_\_

**REASON FOR REQUEST:** (Please check the issue which is in dispute.)

☐

**Individual Performance Plan or Lack Thereof**

- ✓ Attach a copy of the performance plan (if available) and a brief statement of the facts.

☐

**Individual Final Performance Evaluation or Lack Thereof**

- ✓ Attach a copy of the performance plan, the rating, and a brief statement of the issues and supporting facts.

☐

**Non-Compliance With the College's Plan**

- ✓ Attach a copy of the performance plan and/or rating and a brief statement of the plan, policy or process that was misapplied. Include any supporting facts.

☐

**Partial or Non-Payment of an Award**

- ✓ Attach a copy of the notice of award, record of payments, and a brief statement of explanation and supporting facts.

**What is your desired outcome?**

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\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date